



GRANT MODEL EVALUATION

YEAR 2 FINDINGS

2020 – 21

This presentation explores the activities and preliminary findings from our second year of the grant model evaluation. The findings may change as we continue to gather and analyze information during the five-year process.

Use this presentation as a starting point for discussion about the grant model.

The [Grant Model Evaluation Year 1 Report](#) contains information about our evaluation process, including planning and research.

We recommend reviewing it before continuing.

To learn more about the evaluation process, we recommend that you review the Grant Model Evaluation Year 1 Report available at <https://my-cms.rotary.org/en/document/grant-model-evaluation-year-one-report>.



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GME PURPOSE

Examine how Rotary grants are contributing to the outcomes desired by The Rotary Foundation:

- Producing sustainable results that align with the Foundation's priorities and areas of focus
- Engaging Rotarians and deepening their connection to Rotary

The **overall purpose** of the grant model evaluation is to examine how Rotary grants are contributing to the outcomes desired by The Rotary Foundation. Specifically, how they are producing sustainable results that align with the Foundation's priorities and the areas of focus, and how they are engaging Rotarians and deepening their connection to Rotary.

Increase Our Impact

People of action are effective problem-solvers.



GME QUESTIONS

1. How well are the objectives of **SCHOLARSHIPS** being met in the current grant model?
2. How well are the objectives of **VOCATIONAL TRAINING TEAMS** being met in the current grant model?
3. How are Rotary members using the **MONITORING AND EVALUATION DATA** they collect?
4. How are Rotary members planning for and implementing activities that contribute to **SUSTAINABILITY**?

The questions that the evaluation will address over its five-year cycle are aligned with Rotary's four Action Plan priorities. Not all questions were addressed during Year 2. The ten research questions are overarching, big-picture questions. These are not the questions asked to stakeholders; rather, these questions are what the Research and Evaluation team would like to answer as a result of triangulating many sources of data.

The first priority in Rotary's Action Plan is to increase our impact. The GME explores how the objectives of scholarships and vocational training team projects fit within the grant model. We'll also learn how Rotarians are using their monitoring and evaluation data, and how they plan for and implement activities that contribute to sustainability.

Expand Our Reach

People of action activate and inspire one another.



GME QUESTIONS

5. How well are the **CADRE INTERIM MONITOR VISITS** meeting their objectives for the Foundation and host sponsors?
6. How does the requirement to have **INTERNATIONAL AND HOST SPONSORS** for each global grant serve the original purpose of this requirement?

The second priority in Rotary's Action Plan is to expand our reach by focusing on how Rotary participants inspire each other to take action.

For the GME, we'll examine the results of Cadre interim monitor site visits and how they support the original objectives of the site visit requirement. We'll also look at how the grant requirement for host and international sponsors serves its original purpose.

Enhance Participant Engagement

People of action strive to understand the needs of others.



GME QUESTIONS

7. How have **COMMUNITY ASSESSMENTS** affected the design, implementation, and sustainability of global grant projects?
8. How does the current grant model affect **MEMBER PARTICIPATION** in grants?

The third priority of the Action Plan is enhance participant engagement, which focuses on the importance of understanding the needs of others.

The GME will explore how community assessments have affected the design, implementation, and sustainability of global grant projects. We also hope to learn how the current model affects Rotarian participation in Rotary grants.

Increase Our Ability To Adapt

People of action are inventive, entrepreneurial, and resilient.



GME QUESTIONS

9. What is the outcome of having **DISTRICTS MORE ENGAGED** in the global grant process?
10. How does the global grant model allow or encourage Rotary members to **BUILD UPON WHAT THEY'RE LEARNING** – particularly with respect to project design, project management, and monitoring and evaluation?

The fourth priority of the Action Plan is increase our ability to adapt.

We'll look at the results of having districts more engaged in the global grant process. We'll also examine how Rotarians are adapting to the lessons they learn with each global grant project — particularly with respect to project design, project management, and monitoring and evaluation.

WHO WE ASKED FOR FEEDBACK

- Global grant sponsors
- District Rotary Foundation coordinators
- District international service chairs
- TRF Cadre of Technical Advisers
- Future Vision leaders
- Cooperating organizations
- Program participants
- Rotary staff

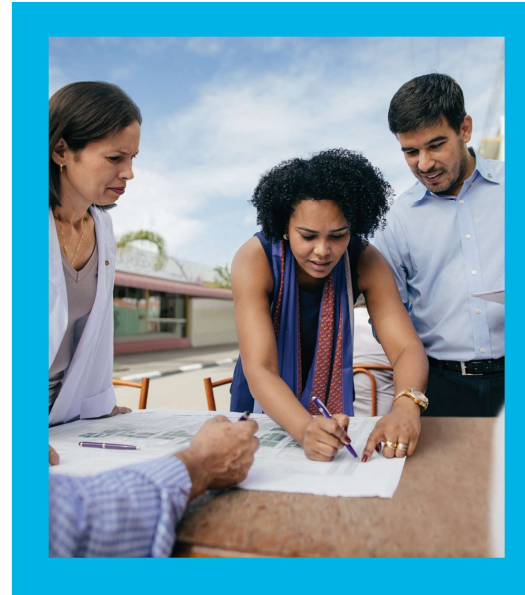


We obtained feedback from members and participants using surveys, focus groups, and existing data to learn what's working and what's not.

HOW OUR FINDINGS WILL BE USED

To inform and enhance:

- Grant model requirements
- Project outcomes
- Portfolio management
- Grants processes
- Action Plan priorities



This evaluation is designed to be useful to Rotarians, senior leaders, and staff. Our data can help inform decisions and enhance Rotary's approach to grant model requirements, project outcomes, portfolio management, and grant processes. It can also contribute to fulfilling aspects of each of the four priorities of Rotary's Action Plan.

HOW WE'RE SHARING WHAT WE LEARN

Quarterly online workshops

- Cadre GME working group
- Staff workshop

Annual reports

- Global Grants Webpage on MyRotary.org
- Grants and Giving Newsletter
- Rotary Service Newsletter
- Cadre Connection Newsletter
- Leadership Newsletter
- Rotary Leader
- Membership Minute



During quarterly workshops with staff and Cadre members, we ask participants what practices and policies they would recommend changing based upon the evaluation's findings.

EMERGING FINDINGS



Club Giving and Declined Grants



District Designated Funds



District Resources



Data Collection and Usage



Cadre Interim Monitor Visits



Global Participation



Scholarships

In the following slides, we'll explore our findings for each of the topics listed here.



CLUB GIVING & DECLINED GRANTS



CLUB GIVING AND DECLINED GRANTS

QUESTION

To what extent does the current grant model enable or hinder Rotarian participation in grants?

FINDING

A club's total giving to The Rotary Foundation isn't significantly affected by the number of its grant applications that are declined.

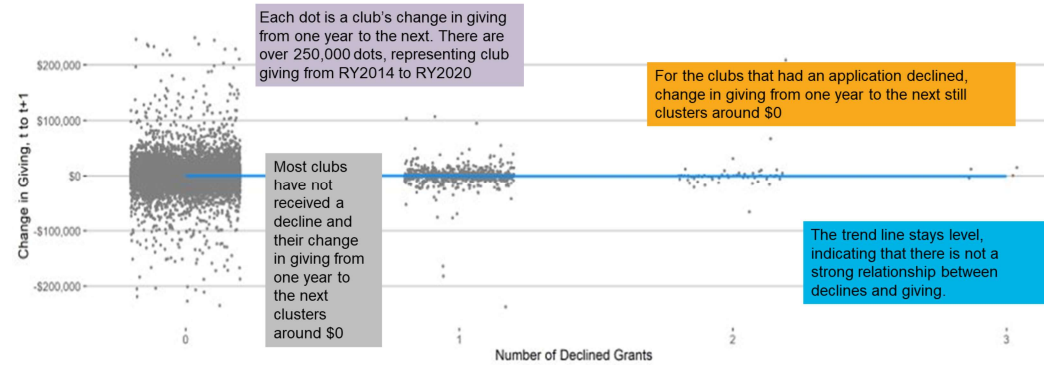
We wanted to know if the assumption that members give less to the Foundation when their global grant applications are declined was true.

We tested this assumption using data on club-level giving from The Rotary Foundation and information from the Grants staff about global grant applications. We included giving to the Annual Fund, the World Fund, and global grants in our evaluation.

Clubs whose grants were declined under the current model did not give less to the Annual Fund, World Fund, or global grants.

DECLINED APPLICATIONS & GIVING

Under the current model, the number of declines a club receives does NOT have a significant effect on total giving to TRF





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REASONS FOR DECLINED GRANTS

CURRENT MODEL

- Something is missing from the application
- Project doesn't fit with an area of focus

CHANGES TO MODEL THAT COULD AFFECT PARTICIPATION

- Declined based on quality of project
- Declined for other reasons yet to be determined

Under the current model, global grant applications are declined if something is missing from the application, or the project does not fit with an Area of Focus.

Changes to the model that would allow global grant applications to be declined based on project quality or for other reasons may change giving behavior and our current findings may not hold.



DDF PLANNING



DISTRICT DESIGNATED FUNDS

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QUESTION

How does the current grant model affect Rotarian participation in grants?

FINDING

In certain regions, large unspent balances of district designated funds exist.

Districts are not consistently planning ahead for their DDF.

As noted in earlier slides, there are 10 big-picture overarching questions to guide this evaluation. In seeking to understand how the grant model affects Rotarian participation in grant funded service projects, it is necessary to examine usage of district designated funds (DDF) as that is a component of funding global grant projects.

In February 2021, a survey was sent to all District Rotary Foundation coordinators (DRFC) that included questions about district designated funds as the DRFC has the responsibility to ensure allocation of DDF. The survey asked DRFCs if their DDF was sufficient for their district's projects, and when their district starts deciding how to allocate DDF made their spending plan for the DDF. 54% of DRFC reported deciding when SHARE became available; 36% of

DRFC reported deciding one year before SHARE funds became available – and only 3% reported planning 2 or 3 years before SHARE funds become available.



DISTRICT DESIGNATED FUNDS

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DRFC SURVEY

- **50%** of DRFCs reported having *insufficient* DDF for their district's projects
- Of this group, **40%** returned *unspent* funds

DDF BALANCES

Large unspent balances of DDF exist in:

- Japan
- Central and Southeast Asia
- Canada and United States

Responses were split down the middle. Half of all respondents said “yes,” the amount of DDF available was sufficient for their district’s projects. The other half said “no,” the amount was insufficient.

Of the group reporting insufficient DDF, 40% of district Rotary Foundation coordinators returned unspent district funds. Although we did not poll this specific group, we assume they are not planning how to allocate their DDF far enough in advance as this is a general challenge as seen in the previous slide.



DISTRICT RESOURCES



DISTRICT RESOURCES

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QUESTION

What is the outcome of having districts more engaged in the global grant process?

FINDING

Members aren't taking advantage of volunteer resources available in their district, including district international service chairs and District Resource Networks.

As one part of examining the outcome of having districts more engaged in the global grant process, we surveyed DRFCs and DISCs and conducted interviews and focus groups with DISCs and Rotary's regional grant officers. We found that members aren't using the resources available to them through their district.



REASONS RESOURCES ARE UNDERUTILIZED

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DISTRICT RESOURCE NETWORK

- Unaware of its existence

DISTRICT INTERNATIONAL SERVICE CHAIR

- Unaware of the role's existence
- Role perceived as duplicative
- Skepticism because it's not a TRF role

Some Foundation coordinators believe the DISC role is duplicative and don't refer club members to their DISC. If the DRFC isn't promoting the DISC as a resource to improve project design, then members may also be missing out on the expertise available to them through the District Resource Network. However, where the DRFC encourages clubs in the district to work with the DISC, the DRFC often note many benefits of the DRN support (next slide).

Research revealed that because the DISC is not a Foundation role, there's some skepticism about whether or not the DISC has the expertise necessary to effectively advise clubs on global grants.

Confusion about the DISC role is a problem that needs to be addressed. The DISC is not required to be knowledgeable on global grants. The chair, however, is responsible for recruiting experts on global grants to be part of the District Resource Network.

HOW ROTARIANS USE DISTRICT RESOURCE NETWORKS



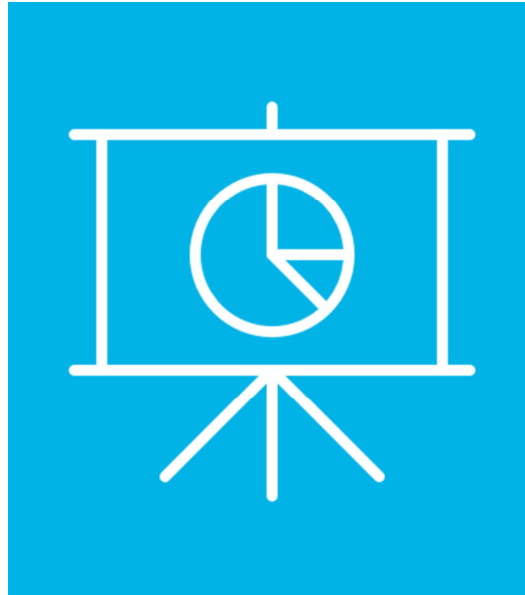
This chart shows how DRFC who stated their district has a District Resource Network responded to the question "in what ways does the DRN help with global grant projects?" As seen in the chart, DRFC who have Networks in their district were able to identify ways the DRN added to their global grant projects.

The top four they identified are:

1. Offering technical expertise for project design
2. Completing the application
3. Promoting projects
4. Finding project partners



DATA COLLECTION & USAGE



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DATA COLLECTION AND USAGE

QUESTION

How are Rotarians using the monitoring and evaluation data they collect?

FINDING

Rotarians are not regularly collecting monitoring data on their projects. Nor are they using data to improve their programs or understand long-term outcomes.

Findings that have emerged from the evaluation indicate that Rotarians aren't regularly collecting monitoring data on their projects. Nor are they using data to improve their programs or understand long-term outcomes.



DATA COLLECTION AND USAGE CHALLENGES

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- Rotary lacks a shared understanding of monitoring, evaluation, research, and learning concepts
- Majority of data collected by members is short-term or output level
- Rotary doesn't have a system to effectively collect or report on data or evaluate impact
- Rotary cannot determine long-term outcomes without effective processes and systems for data reporting

We surveyed global grant sponsors and held focus group discussions with Cadre members and regional grants officers to help us identify challenges related to data collection and usage. Many themes that emerged have been consistent since the first grant model evaluation.

First , Rotary lacks a consistent understanding of monitoring, evaluation, research, and learning concepts. Definitions of measurement and impact also vary across the organization.

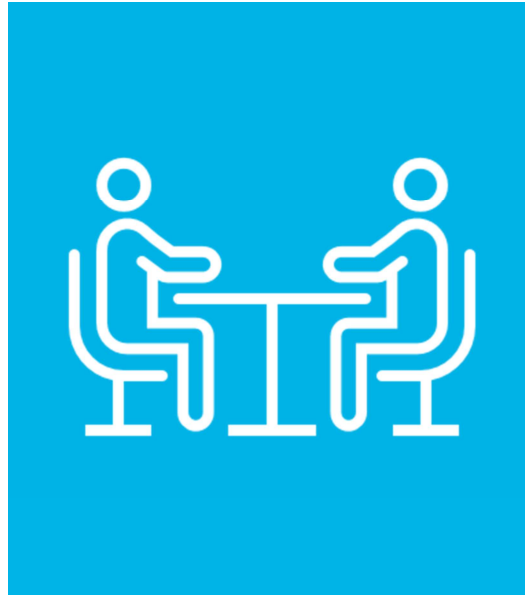
The data Rotary **does** have on global grant projects is output level, which means something that is short-term change, or the change you would expect to occur immediately as a direct result of your activities, such as the number of

people trained. Output does not tell you *why* that change mattered and Rotary wants its projects to get at longer-term change or outcomes, which change one might expect of a group of people or institutions (e.g., change what they do, change the environment where they operate).

Finally, even if Rotary was collecting excellent data on global grant projects, we don't currently have a system to effectively collect or report on data or evaluate long-term outcomes and impact.



CADRE INTERIM MONITOR VISITS



CADRE INTERIM MONITOR VISITS

QUESTION

How well are the Cadre interim monitor visits meeting their objectives for the Foundation and host sponsors?

FINDING

The objective to improve projects and gather lessons about grants for TRF is not being met.

Without data collection and usage, the objective of the Cadre interim monitor visit is not being met.

OBJECTIVES OF CADRE INTERIM MONITOR VISITS

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OBJECTIVE 1: BEING MET

- **Stewardship:** Ensure that grant funds are being used in accordance with TRF's terms and conditions
- **Oversight:** Ensure the project is adequately implemented



OBJECTIVE 2: NOT BEING MET

- **Quality:** Recommend project improvements so project sponsors may enhance and expand the results
- **Learning:** Develop organizational expertise by noting successes that can be replicated in future projects

Cadre interim monitor visits have two objectives. The primary objective is to ensure that grant funds are being used in accordance with the Foundation's terms and conditions, and that the project is being competently implemented. Stakeholders agree that this objective is being met.

The secondary objective of the visit is to improve projects and gather data for the Foundation. This objective is **not being met**. Cadre members should recommend project improvements so that project sponsors can improve the quality of projects. The visits are also an opportunity to gather data on successes that can be replicated in future projects.

While project improvements might be made based on the visit, Rotary often

doesn't know because there aren't official feedback loops between any of the stakeholders after the visit ends. Global grant sponsors are not required to share with Cadre or regional grants officers what action, if any, was taken as a result of the recommendations. Because of this, Cadre members don't know if their recommendations are helpful or being acted on. This makes it hard for them to better assist future projects.

Because we're not aggregating the data from interim monitor visits to learn about certain project types within the areas of focus, our ability to share broader lessons learned is limited.



GLOBAL PARTICIPATION



GLOBAL PARTICIPATION³⁰

QUESTION

How does the requirement to have international and host sponsors for each global grant serve the original purpose of this requirement?

FINDING

A division of labor exists between clubs in low- and high-income countries:

- **Low-income** countries typically serve as host sponsors.
- **High-income** countries typically serve as international sponsors.

A global division of labor exists between clubs in low- and high-income countries. Is this what global grants is supposed to be accomplishing: having grants funded mainly by high-income countries with activities happening in low-income countries? If the answer is yes, then why aren't global grant scholarships following this practice. If no, what needs to change in our model to ensure global participation in grants?



FACTORS CONTRIBUTING TO GLOBAL PARTICIPATION

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LOCATION: Clubs in lower-income regions like Asia, Africa, and Latin America tend to be host sponsors; clubs in higher-income regions, particularly North America are more likely to act as international sponsors.

GIVING: Clubs that give to the Foundation participate as contributing, host, and international sponsors.

CLUB SIZE: Clubs with large numbers of members tend to sponsor grants.

Three factors were associated with participating in global grants. The first is location. Clubs in low-income countries tend to be host sponsors, while clubs in high-income countries are most likely to contribute funds and act as international sponsors.

The second factor is giving to the Foundation, which is associated with all three forms of participation: contributing clubs, host sponsors, and international sponsors.

And the third factor is the number of members in a club. Larger clubs tend to sponsor grants.



SCHOLARSHIPS



SCHOLARSHIPS

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QUESTION

How well are the objectives of scholarships being met in the current grant model?

FINDING

TRF's Code of Policies does not specify the purpose or goals of global grant scholarships.

Lastly, we're currently gathering information to learn how well the objectives of scholarships are being met in the current model.

The Research and Evaluation team reviewed documentation related to global grant scholarships to inform this part of the evaluation. We were unable to find any documented purpose or goals for global grant scholarships.



SCHOLARSHIPS

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FINDING

Scholarships are concentrated in high-income countries.

- **62%** of scholarship recipients are from **Japan or the U.S.**
- **65%** of **all scholars** go to universities in the **United Kingdom or the U.S.**

Global grant scholarships are primarily being used to fund students from high-income countries to study at schools located in high-income countries.



Questions?

Write to:

RI_RESEARCH@ROTARY.ORG